



# Department of Defense INSTRUCTION

NUMBER 1348.30

December 2, 2004

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USD(AT&L)

SUBJECT: Secretary of Defense Maintenance Awards Program

References: (a) DoD Instruction 1348.30, "Secretary of Defense Maintenance Awards Program," March 7, 1997 (hereby canceled)  
(b) Section 1125 of title 10, United States Code  
(c) DoD Directive 4151.18, "Maintenance of Military Materiel," March 31, 2004

## 1. REISSUANCE AND PURPOSE

This Instruction reissues reference (a), implements policies, updates responsibilities, and prescribes procedures for the Secretary of Defense Maintenance Awards Program under the authority of references (b) and (c).

## 2. APPLICABILITY

This Instruction applies to the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities in the Department of Defense (hereafter referred to collectively as the "DoD Components"). The term "Military Services," as used herein, refers to the Army, the Navy, the Air Force, and the Marine Corps.

## 3. DEFINITIONS

3.1. Depot-Level Maintenance. Maintenance (including repair and overhaul) performed at the depot level.

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3.2. Depot-Level Maintenance Program. Programs, in the context of this Instruction, that refer to specific operations of organic depot maintenance facilities. Examples include workload areas such as engine line, landing gear, or foundry operations; specific weapon system rebuild, repair, or overhaul lines; specific operational support, e.g., Operation Iraqi Freedom; specific large-scale overhaul projects, e.g., USS HARRY S. TRUMAN (CVN-75); field teams; and public-private partnerships.

3.3. Field-Level Maintenance. Maintenance performed at organizational and intermediate levels.

3.4. Maintenance. Actions taken to maintain and restore weapon systems, end items, related components, and equipment to an operable service condition. Maintenance includes functions such as inspecting, testing, classifying of serviceability, repairing, rebuilding, overhauling, servicing, calibrating, modifying, and reclaiming. It also includes support of software necessary to operate and maintain weapon systems and equipment.

3.5. Organic Depot Maintenance Facility. Facilities owned and operated by the Military Services that perform Depot-Level maintenance that are assigned to or part of a military organization. Major organic depot maintenance facilities are those with more than 400 employees engaged in Depot-Level maintenance operations.

3.6. Unit. Any military element with a structure that is prescribed by competent authority such as a table of organization. Elements established by a table of distribution and allowances are considered units.

#### 4. POLICY

It is DoD policy to:

4.1. Enhance maintenance awareness and encourage maintenance excellence by providing appropriate recognition through an annual maintenance awards program.

4.2. Annually recognize excellence by presenting the Secretary of Defense Maintenance Awards to Field-Level maintenance units and the organic Depot-Level maintenance program that have shown the highest levels of outstanding achievement in maintenance and maintenance management. There shall be separate award categories for Field-Level units and the Depot-Level maintenance program.

## 5. RESPONSIBILITIES

5.1. The Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) shall:

5.1.1. Appoint individual selection boards to review the annual Field-Level and Depot-Level nominations.

5.1.2. Act as the approval authority for the final selection of the Secretary of Defense Maintenance Awards Program winners.

5.2. The Deputy Under Secretary of Defense for Logistics and Materiel Readiness (DUSD(L&MR)), through the USD(AT&L), shall:

5.2.1. Provide overall management of the maintenance awards program.

5.2.2. Convene the annual Secretary of Defense Maintenance Awards Selection Boards.

5.3. The Secretaries of the Military Departments shall:

5.3.1. Annually, forward a maximum of two nomination packages per category (small, medium, and large) to the DUSD(L&MR) for deserving Field-Level units for evaluation by the Secretary of Defense Field-Level Maintenance Awards Selection Board. The Secretary of the Navy shall submit a maximum of two nomination packages for each category for the Navy and two for the Marine Corps.

5.3.2. Annually, forward a maximum of one nomination package from each major organic depot maintenance facility in their Department to the DUSD(L&MR) for deserving Depot-Level programs for evaluation by the Secretary of Defense Depot-Level Maintenance Awards Selection Board. The Secretary of the Navy shall submit appropriate packages for the Marine Corps major organic depot maintenance facilities.

5.3.3. Annually, designate a representative for the Secretary of Defense Maintenance Awards Program to act as the liaison to the DUSD(L&MR) in helping coordinate the Secretary of Defense Maintenance Awards Program and ceremony.

5.4. The Chairman of the Joint Chiefs of Staff shall:

5.4.1. Annually, forward a maximum of one nomination package per category (small, medium, and large) to the DUSD(L&MR), for deserving Field-Level units not reporting to a specific Military Service, for evaluation by the Secretary of Defense Field-Level Maintenance Awards Selection Board.

5.4.2. Annually, designate a Joint Staff representative for the Secretary of Defense Maintenance Awards Program to act as the liaison to the DUSD(L&MR) in helping coordinate the Secretary of Defense Maintenance Awards Program and ceremony.

## 6. PROCEDURES

6.1. General Information. The Secretary of Defense Maintenance Awards shall be presented annually to recognize outstanding military maintenance accomplishments based on the criteria outlined herein.

6.1.1. Field-Level Awards. The Secretary of Defense Phoenix Award is the highest DoD award for Field-Level maintenance. The Secretary of Defense Maintenance Awards, including the Phoenix Award, are presented to outstanding Field-Level maintenance units in recognition of the extended service life given to equipment and weapon systems by sustained quality maintenance and the rejuvenation of equipment through extraordinary maintenance programs.

6.1.2. Depot-Level Maintenance Award. The Robert T. Mason Award for Depot Maintenance Excellence is named in recognition of Robert T. Mason, a former Assistant Deputy Under Secretary of Defense for Maintenance Policy, Programs, and Resources. Mr. Mason served as the champion for excellence in organic depot maintenance during 3 decades and helped transform organic Depot-Level maintenance operations. This award is presented to the outstanding program at a major organic Depot-Level maintenance facility that exemplifies responsive, transformed, Depot-Level maintenance support to DoD operating units.

## 6.2. Description of the Secretary of Defense Maintenance Awards

6.2.1. Annually, six Field-Level maintenance units shall be awarded the Secretary of Defense Maintenance Awards, two from each competitive category (small, medium, and large). Of the six winning units, one shall be selected as the “best of the best” and named the annual Secretary of Defense Phoenix Award winner. The six winning Field-Level units shall each receive a plaque emblazoned with the Phoenix symbol and a certificate of achievement. The Phoenix Award winner shall be presented with a replica of the Phoenix Trophy which may be kept by the winning unit for the year following the award.

6.2.2. Annually, one program from one of the DoD organic Depot-Level maintenance facilities shall be awarded the Robert T. Mason Award for Depot Maintenance Excellence. The winning organic depot facility shall receive a plaque emblazoned with the symbols of Depot-Level excellence along with a certificate of achievement. The winning facility shall also be presented with a replica of the Robert T. Mason Trophy, bearing the facility’s name and identifying the winning program, which may be kept by the facility for the year following the award.

6.2.3. The permanent Phoenix Trophy and Robert T. Mason Trophy shall be updated annually with information about the winners and shall stay on display in the Pentagon.

6.3. Purpose of Award. The Secretary of Defense Maintenance Awards are intended to:

6.3.1. Improve weapon system or equipment materiel readiness throughout the Department of Defense by providing recognition for Field- and Depot-Level maintenance excellence.

6.3.2. Improve efficiency and reduce waste by encouraging innovative management and effective use of resources.

6.3.3. Recognize maintenance operations and accomplishments at the unit and program levels.

6.3.4. Enhance maintenance awareness throughout the Department of Defense.

6.4. Eligibility for Award

6.4.1. Field-Level Awards. All Active, Reserve, and Guard units that perform Field-Level maintenance of weapon systems and equipment are eligible to compete. Active and Reserve units that are associate units may compete as a single unit. The preponderance of unit staffing shall comprise military personnel.

6.4.2. Depot-Level Award. All major organic depot maintenance facilities are eligible to nominate a program, workload, or product line within their operations.

6.5. Categories of Competition

6.5.1. Field-Level. The categories of competition shall be based on the size of the unit, as determined by the total number of authorized personnel. The nominated units shall be representative of the different types of units within the DoD Components that maintain equipment, software, or weapon systems. To be eligible, units must have operated within their nominated size category for at least one half of the competition period (6 months). Unit competition categories are as follows:

6.5.1.1. Small. 25 to 300 authorized personnel.

6.5.1.2. Medium. 301 to 999 authorized personnel.

6.5.1.3. Large. 1,000 or more authorized personnel.

6.5.2. Depot-Level. The Depot-Level competition is for programs within the Department of Defense's major organic depot facilities, i.e. those facilities having more than 400 employees engaged in Depot-Level maintenance operations. All programs that have been in operation within the Depot-Level maintenance facility for at least one half of the competition period (6 months) are eligible to compete.

6.6. Period of Performance. To align with the maintenance awards programs of the Military Services, the competitive period shall be the 12 month period starting October 1<sup>st</sup> and ending September 30<sup>th</sup> each year (i.e., September 30<sup>th</sup> of the year before nomination).

6.7. Contents of Nomination Packages. The nomination packages shall not exceed 20 pages, excluding the cover, table of contents, endorsements, dividers, and proposed citation.

6.7.1. The award nomination packages shall consist of the following three sections:

6.7.1.1. Section 1 shall provide requested information in the format of enclosure 1 or enclosure 2, as appropriate.

6.7.1.2. Section 2 shall separately address the areas described in paragraph 6.8., applicable to Field-Level and Depot-Level nominees, respectively. Nominees shall list their accomplishments in priority order and identify, where appropriate, how these accomplishments exceeded the baseline of normal performance.

6.7.1.3. Section 3 shall include a concise, unclassified, proposed citation highlighting specific achievements that shall be suitable for use in the awards presentation ceremony.

6.7.2. Before submission, nomination packages shall be cleared for public release to military and civilian news services.

6.7.3. Nomination packages shall not include videotapes, 35mm slides, or films, but may include digital photographs as part of the page-limited submission.

6.7.4. No classified information may be submitted.

## 6.8. Evaluation Factors

6.8.1. Field-Level Units. The following factors shall be used to evaluate the nominated units during the selection process: (Evaluation factors shall be weighted during the selection process as shown in subparagraphs 6.8.1.1. through 6.8.1.4.)

6.8.1.1. Mission Accomplishments (Weight Factor = 4). A narrative description of mission accomplishments for the competition period. Accomplishments shall stress maintenance efforts and the impacts of those efforts on the unit's, or on any supported unit's, operational capability and mission accomplishment. Examples of areas that may be included are:

6.8.1.1.1. Accomplishment of unit mission requirements.

6.8.1.1.2. Weapon system or equipment materiel readiness status.

6.8.1.1.3. Operational deployment participations and successes.

6.8.1.1.4. Local or higher headquarters exercise participations and successes.

6.8.1.1.5. Special programs such as time compliance and technical order accomplishment.

6.8.1.1.6. Specific challenges unique to the operational environment.

6.8.1.2. Effective Use of Maintenance Resources (Weight Factor = 3). A narrative description of accomplishments that show efficient and effective use of maintenance resources.

6.8.1.3. Innovative Management Accomplishments (Weight Factor = 2). A narrative description of maintenance management actions taken within the competing unit to improve the unit's or supported unit's mission capability. Some areas that may be included are:

6.8.1.3.1. Equipment improvement recommendations that resulted in an improved readiness posture.

6.8.1.3.2. Resource management innovations and improvements.

6.8.1.3.3. Safety programs.

6.8.1.3.4. Training programs.

6.8.1.3.5. Production control innovations and improvements.

6.8.1.4. Personnel Quality of Life Programs (Weight Factor = 1). A narrative description of programs or actions aimed at improving the motivation or morale of maintenance personnel. Examples of areas that may be included are:

6.8.1.4.1. Self-help programs.

6.8.1.4.2. Personnel recognition programs.

6.8.1.4.3. Community projects.

6.8.1.4.4. Communications programs.

6.8.1.4.5. Humanitarian projects and programs.

6.8.1.4.6. Spousal support.

6.8.2. Depot-Level Programs. The following factors shall be used to evaluate the nominated programs during the selection process: (Evaluation factors shall be weighted during the selection process as shown in subparagraphs 6.8.2.1. through 6.8.2.3.)

6.8.2.1. Mission Accomplishments (Weight Factor = 4). A narrative and quantitative description of mission accomplishments for the competition period. Accomplishments shall relate to the program baseline goals and requirements.

6.8.2.2. Effective Support to Warfighters (Weight Factor = 3). A narrative description of accomplishments for the competition period that directly relate to warfighter success. Accomplishments shall stress maintenance efforts and the impacts of those efforts on the operational capability and mission accomplishment of warfighting units supported. Examples of areas that may be included are:

6.8.2.2.1. Extraordinary support to operational forces.

6.8.2.2.2. Impact on operational force availability, materiel readiness, and sustainability metrics.

6.8.2.2.3. Response to unforeseen demands (i.e. surge, flexibility, agility).

6.8.2.2.4. Innovative solutions (e.g., local manufacture, cross-training, and extraordinary coordination efforts).

6.8.2.3. Logistics Process Innovation (Weight Factor = 2). A narrative description of maintenance-related logistics systems innovations related to program accomplishment. Examples of areas that may be included are:

6.8.2.3.1. Reliability, maintainability, and supportability improvements.

6.8.2.3.2. Cost avoidance and resource use improvements.

6.8.2.3.3. Cycle time improvements.

6.8.2.3.4. Effective technology insertion in processes and products.

6.8.2.3.5. Maintenance concept or process improvement implementation (e.g., two-level maintenance, national maintenance programs, Lean, Theory of Constraints, and Six-Sigma).

6.9. Selection Procedures. The DUSD(L&MR) shall annually convene two selection boards (one Field-Level and one Depot-Level) to evaluate nominations and recommend award finalists to the USD(AT&L) for approval. The boards, appointed by the USD(AT&L), shall be composed of military officers and/or civilian employees of the Department of Defense who have knowledge, experience, and background in maintenance and maintenance management. Evaluations shall be based on the content of the quantitative and narrative information in the nomination packages. The DoD Component representatives shall provide selection board members with an initial introductory familiarization brief about their nominations.

6.10. Notification of Winners. The DUSD(L&MR) shall notify the Secretaries of the Military Departments and the Chairman of the Joint Chiefs of Staff, by memorandum, of the Field-Level winning units selected for the Secretary of Defense Maintenance Awards (excluding the Secretary of Defense Phoenix Award). The winners of the Secretary of Defense Phoenix Award and the Robert T. Mason Award for Depot Maintenance Excellence shall be announced at the formal awards ceremony.

6.11. Awards Ceremony. The Secretary of Defense Maintenance Awards, the Phoenix Trophy, and the Robert T. Mason Award for Depot Maintenance Excellence Trophy shall be presented annually to the winners in a ceremony in October.

6.12. Possession and Display of the Secretary of Defense Phoenix Trophy, the Robert T. Mason Award for Depot Maintenance Excellence Trophy, and the Secretary of Defense Maintenance Awards

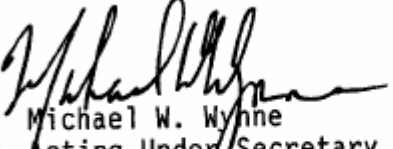
6.12.1. The permanent Secretary of Defense Phoenix Trophy and the Robert T. Mason Award for Depot Maintenance Excellence Trophy shall be displayed in the Pentagon, Washington, D.C., to allow for suitable viewing and shall bear the name of the current year's award winners. The display shall also have a listing of all past trophy winners and the year awarded.

6.12.2. Replicas of the Secretary of Defense Phoenix Trophy and the Robert T. Mason Award for Depot Maintenance Excellence Trophy, known as the traveling trophies, shall be presented to the winning units each year. These replica trophies may be kept by the winning units for about 1 year and shall be returned, as directed by the DUSD(L&MR).

6.12.3. Winners of the Secretary of Defense Maintenance Awards shall be presented plaques and certificates of achievement that shall be kept by the winning units.

7. EFFECTIVE DATE

This Instruction is effective immediately.



Michael W. Wynne  
Acting Under Secretary of Defense  
(Acquisition, Technology & Logistics)

Enclosures - 2

- E1. Field-Level Nomination Package Information Sheet
- E2. Depot-Level Nomination Package Information Sheet

E1. ENCLOSURE 1

FIELD-LEVEL NOMINATION PACKAGE INFORMATION SHEET

Provide the following information as required by subparagraph 6.7.1.1. of DoD Instruction 1348.30.

1. Military Service and/or Command:
2. Specific unit designation of nominated unit: (e.g., First Maintenance Battalion, First Service Support Group, Fleet Marine Force Pacific, 48<sup>th</sup> Fighter Wing, Shore Intermediate Maintenance Activity)
3. Category and/or unit size of nominated unit: (e.g., Medium/412 personnel)
4. Commander's name and mailing address:
5. Point of contact at nominated units:

Primary

Name: \_\_\_\_\_

E-mail: \_\_\_\_\_

Phone (com'l) \_\_\_\_\_

DSN \_\_\_\_\_

Facsimile \_\_\_\_\_

Alternate

Name: \_\_\_\_\_

E-mail: \_\_\_\_\_

Phone (com'l) \_\_\_\_\_

DSN \_\_\_\_\_

Facsimile \_\_\_\_\_

6. Military Service point of contact:

Primary

Name: \_\_\_\_\_

E-mail: \_\_\_\_\_

Phone (com'l) \_\_\_\_\_

DSN \_\_\_\_\_

Facsimile \_\_\_\_\_

Alternate

Name: \_\_\_\_\_

E-mail: \_\_\_\_\_

Phone (com'l) \_\_\_\_\_

DSN \_\_\_\_\_

Facsimile \_\_\_\_\_

7. Complete message address (Standard Subject Identification Code) of the nominated unit and the nominated unit's higher headquarters:
8. Background information for nominated unit:
9. Unit size: Officer \_\_\_\_, Enlisted \_\_\_\_, Government Civilian \_\_\_\_, Contractor \_\_\_\_, and Other \_\_\_\_
10. Unit location:
11. Unit mission statement: (approximately five lines or less)
12. Operational chronology (during award period October 1<sup>st</sup> - September 30<sup>th</sup>) of significant operational events, deployments and major training exercises:

Operation

Location

Dates

E2. ENCLOSURE 2

DEPOT-LEVEL NOMINATION PACKAGE INFORMATION SHEET

Provide the following information as required by subparagraph 6.7.1.1. of DoD Instruction 1348.30.

1. Military Service and/or Command:
2. Specific major depot maintenance facility responsible for nominated program: (e.g., Ogden Air Logistics Center, Naval Aviation Depot Cherry Point, Norfolk Naval Shipyard, Marine Corps Logistics Base Albany, or Tobyhanna Army Depot)
3. Identification of nominated program: (e.g., F110 engine repair line, F/A-18 Aircraft Depot Maintenance, Support to Operation Iraqi Freedom, Restricted Availability for USS HARRY S. TRUMAN (CVN-75), or Small Arms Repair Program)
4. Depot Facility Commander's name and nominee's mailing address:
5. Point of contact at nominated units:

Primary

Name: \_\_\_\_\_

Program role: \_\_\_\_\_

E-mail: \_\_\_\_\_

Phone (com'l)\_\_\_\_\_

DSN\_\_\_\_\_

Facsimile\_\_\_\_\_

Alternate

Name: \_\_\_\_\_

Program role: \_\_\_\_\_

E-mail: \_\_\_\_\_

Phone (com'l)\_\_\_\_\_

DSN\_\_\_\_\_

Facsimile\_\_\_\_\_

6. Complete message address (Standard Subject Identification Code) of the nominated program, the depot facility, and the responsible headquarters:
7. Background information for nominated program:
8. Program size: Government Civilian\_\_\_\_, Contractor\_\_\_\_, Military \_\_\_\_, and Other\_\_\_\_
9. Mission statement for program: (approximately five lines or less)